Impact Map - Dialogue Sheet
Improve the impact of your solutions

1. Prepare
Make sure each team member has a marker to write on this worksheet.

Agree how much time you will spend on this worksheet (45 to 75 minutes is normal). Write down the resulting end time below:

The purpose of this worksheet is creating a common understanding of the objective we are pursuing and the behavioral changes needed to achieve that objective.

"To think creatively,
we must be able to look afresh
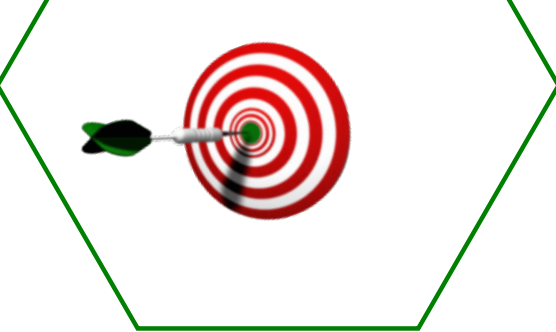at what we normally take for granted."
– George Kneller -

2. Structu...
The mind m...
structure o...
map with e...
• What o...
• How d...
needs a...
• Why ex...

The Team

"What has never been questioned,
has never been proven."
- Denis Diderot -

Which paths
...po...
...this?
1. . . . .
2. . . . .
3. . . . .
...on the

Why
Why are we doing this? What is the purpose? What need of the customer or organization do we want to meet?

Who
Who can help or hinder us in achieving the objective?

Core Objective

IMPACT MAPPING

"You almost always find what you expect,
if you let your search be guided by your beliefs."
- Bart Ehrman -

structure
...mind map in the middle of this worksheet shows the
...cture of an Impact Map. Discuss the structure of this mind
...with each other.
...What do the terms Why-Who-How-What mean?
How does it pay off to investigate a customer's
needs according to this structure?
Why exactly was this structure chosen?

Team: . . . .
Date: . . . .

Current:

Target:

As of when:

3. Determine the Core Objective
Discuss the purpose behind the customer need you want to address in this session.
- What problem do they want to solve?
- What change do they want to accoplish?
- What will the world look like when this is accomplished?

If the client asks for a solution (What), hang it to the right and then ask the questions above. Keep asking why questions until the core objective is clear. Write down this core objective on a sticky-note and place it to the left in the Impact Map above.

4. First paths from Why to What
Write the key features, products or services (What) needed to meet the goal on separa... one sticky note per feature, product or service. Place the sticky-notes to the right in the

Next, collaboratively complete a Why=>Who=>How=>What path for one or two of th... do this, answer the following questions:
1. For what target audience (Who) are we delivering this?
2. What behavior change in them (How) will bring us closer to our goal?

For each answer to these questions, add a separate sticky-note to the Impact Map abo...

Remember to have
the person reading the question also
lead the discussion

"Sometimes when you innovate, you make mistakes. It is best
to admit them quickly,
and get on with improving your other innovations."
– Steve Jobs -

"The most serious

7. Find ideas for f...
Collaboratively select
with that behavior cha...
objective?

Discuss what you can
change easier. Write d...
Impact Map above. W...

Repeat for the other H...
it's time to move on to

You can agree or disag...
They are only m...

5. Find Helpers (Who)
Collaboratively think about who you need to achieve the core
objective. To do so, answer the following questions:
- Who can help us?
- Who can work against us?
- Who is our customer or end user?
- Who will make the decisions?

For each answer to these questions, add a separate sticky-note to
the Impact Map above!

on separate sticky notes. Use
ight in the Impact Map.

two of these What notes. To

Map above!

How much time
do you have left?
Is this enough?
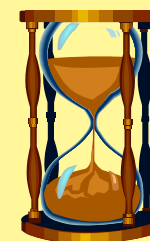
6. Determine the Desired Behavior Change (How)
Collaboratively select a Who note in the Impact Map to explore further. Who
has the greatest impact on meeting the objective? Discuss how this Who can
contribute to the objective.
- What is the desired (new) behavior?
- What behavior do we want instead of the current
  (undesired) behavior?

Repeat for the other Who notes. Continue until you can't
think of anything else or it is time to move on to the next step.

"If we knew what we were doing,
it wouldn't be called research."
- Albert Einstein -

ost serious mistakes are not being made as a result of wrong answers. The true
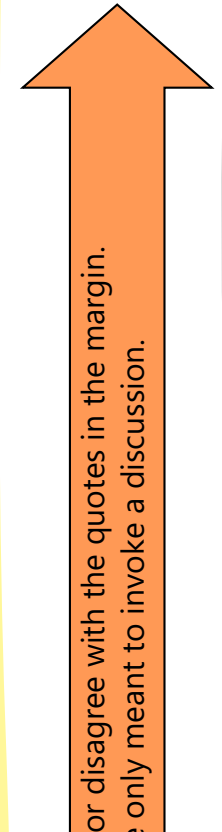dangerous thing is asking the wrong question."
– Peter Drucker –

"It is not the strongest of the species that survives,
nor the most intelligent.
It is the one that is most adaptable to change."
– Charles Darwin -
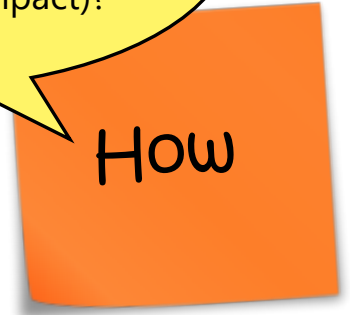
Help

STOP! REALITY CHECK!

8. Prioritize

Collaboratively discuss which paths (Why=>Who=>How=>What) have the greatest impact toward the objective. Have each participant put 3 dots at those What notes that they feel will contribute the most.
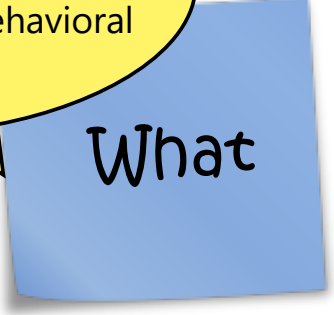
9. Assess Assumptions

Note that each note in the Impact Map represents an assumption. ("I think Jan can help us win the game. I think that would require him to train more. I think he will train more if we go together.")

For the top 3 paths (Why=>Who=>How=>What), discuss which assumptions are uncertain in these. How (with what easy experiment) can we validate these assumptions. Record the results of the discussion on the worksheet.

10. Define Scope

Collaboratively, reach agreement on which path
 - How exactly are you going to do this?
 - How will you determine whether the assumptions in these paths are correct?

you will realize first in the coming period.

Write down the result of this discussion on the worksheet.

How can they help us? What change in behavior do we needed thom them to achieve the objective (impact)?

How

What can we do or provide (feature, product or service) to support the desired behavioral change?

What

for features, products or services (What)

select one How note from the Impact Map to explore further. Start ...ior change that will have the greatest impact on meeting the

...ou can provide (feature, product or service) to make this behavior ...Write down each What on a separate sticky-note and place it in the ...ove. While doing this, also look at the What notes from step 5.

...other How notes. Continue until you can't think of anything else or ...e on to the next step.

...or disagree with the quotes in the margin. ...only meant to invoke a discussion.